

Sourcing Strategies

Sourcing is the ability of an organization to use an effective recruitment approach in filling vacant positions. When determining an effective strategy, there are a variety of questions that need to be asked:

What types of skills does the position require?

Is the position to be filled needed on a temporary or permanent basis?

What types of applicants or groups of the population sector would most likely possess the skills and knowledge we are looking for?

What types of appointing authorities could be used for the targeted group?

What education level is required for the position?

What impact will retirements or projected retention rates have on the organization over the next few years?

After these questions are answered, a plan can be mapped out as to how approach the recruitment needs of the organization. Some examples of targeted populations groups to consider based upon the type of position to be filled are listed below. Additional examples are listed on the Sources by Position page.

Clerical/Non-technical positions - These types of positions are generally lower graded positions and typically are not hard-to-fill. These types of positions often have a higher than normal turnover rate as incumbents often move to higher graded positions within the organization. Student hires, military spouses, and the general public in the local commuting area are good categories to focus on when filling these types of positions.

Technical/Entry-level professional positions - These types of positions often require a level of technical knowledge acquired through formal education. If an aging workforce is a factor due to the percentage of the current workforce that will reach retirement eligibility in the next few years, then a focus on recent graduates would be a suggested group to focus on. Interns are often the targeted sector for recruitment. ACTEDS interns can be requested or direct recruitment can take place through involvement in college job fairs.

Professional positions - These types of positions are generally more difficult to fill in that the available population sector that possess the appropriate skills, education level, licenses/certifications, or other specialized factors are usually limited. The current workforce is often targeted in order to offer promotion opportunities. If the position is determined as being hard-to-fill, then extra effort is normally required to attract sufficient candidates. Retired military members or in some cases the reemployment of individuals currently receiving a civil service annuity may be sources to consider.